



SD07 A CLIMATE FOR CHANGE
Sustainable Development Conference



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Strategic contractor management –
a joint approach to safety culture change



**Lloyd-Jones
Meakin Group**

www.minerals.org.au/sd07



About Lloyd-Jones Meakin Group





Overview

- > Contractor journey – from separation to integration
- > Differential contractor management – one size doesn't fit all
- > Strategic partnership – collaborating for success
- > Case study – the reality of it all



Contractor journey – from separation to integration

Four broad generic stages:

- > Separating undesired risks and work
- > Transferring intolerable safety performance
- > Policing to compliance and our standards
- > Integrating into the one business



Differential contractor management – one size doesn't fit all

Contractor types:

- > Non-core work
- > Labour hire
- > Short-term and minor contractors
- > Core-contractors for major works



Strategic partnership – collaborating for success

Critical elements:

- > Genuine leadership commitment
- > Agree on a operational framework
- > Identify the critical risks:
 - Identify the critical risks through each phase or aspect
 - Develop the controls and standards
 - Focus line management engagement on the risks and controls
- > Make field people the focus
- > Lead and manage as well as coach and mentor
- > Keep the balance right on all the values
- > Take shared ownership for the safe and productive outcomes



Case study – the reality of it all

Construction contractor to mining companies:

- > Corporate-level perspective
- > Individual client/project-level perspective
- > Right and robust policy and procedure
- > Education, training and coaching in critical elements
- > People engagement and practical application
- > Attitude dimension
- > Outcome – integrated relationship that works



Case study – corporate-level perspective

- > Assessment of current state of safety culture
- > Leadership visioning and commitment to change
- > Strategic safety planning in design, engineering and project implementation
- > Every project/client engagement an opportunity for change
- > Leadership coaching in people engagement



Case study – client/project-level perspective

With each client/project:

> Leadership workshop:

- Vision
- Critical risks
- Operational standards
- Management process and engagement tools

> Commitment workshop:

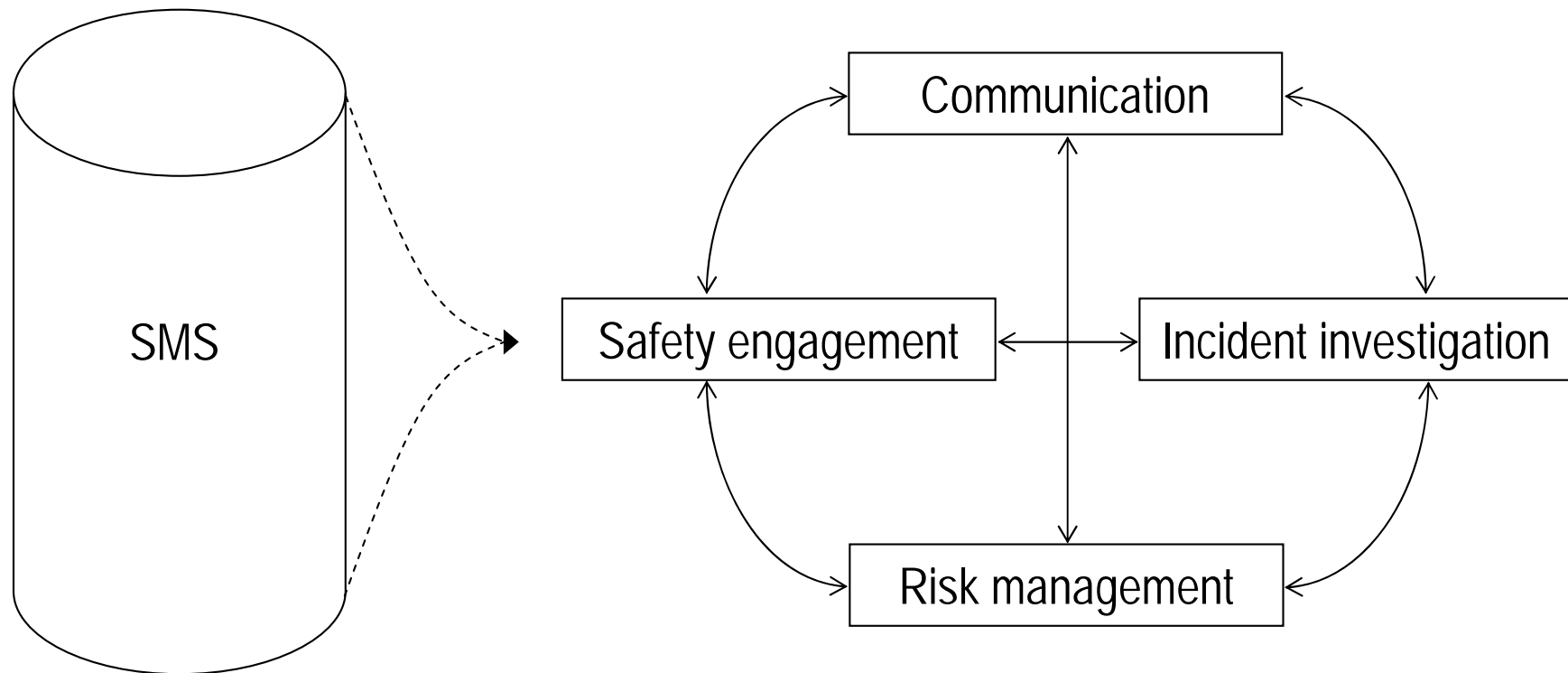
- Shared understanding
- Discussion of the critical risks and securing of buy-in to the controls
- Commitment to the project framework and tools
- Personal commitments to the outcomes

> Training and coaching in the critical elements

> Application of field leadership and engagement

> Engagement of people in the attitude dimension


Case study – training and coaching in critical elements





Case study – outcomes

- > Contractor company now a preferred supplier and securing recurring business
- > Competitive advantage of delivering projects:
 - Early
 - Within budget
 - With significant reduction in people and property damage
- > Safety becoming a demonstrated core value:
 - Improved morale – increased staff retention
 - Accelerated competency-building across the team
 - Reduced damage to people and equipment

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- > “Safety performance is an accurate barometer of business performance.”
 - > Chip Goodyear, former CEO, BHP Billiton

 - > Thank you!